Courageous Followership: Leading from the Middle (Professional Growth)

Sarah Broman

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INTRODUCTION

Pair up with a partner you have not worked with yet.

Find out some fun and unique strengths about your partner to introduce them to the class.

INTRODUCTION WITH A TWIST

Tell us their name.
Are they better as a leader or follower?
DO NOT ELABORATE WHY.
DO NOT CHOOSE BOTH.
DISCUSSION

Describe
Analyze
Evaluate
FAMOUS LEADERS

Quickly identify some famous leaders.
FAMOUS FOLLOWERS

Quickly identify some famous followers.
• Leadership is a choice you make rather than a place you sit.
• Leadership comes from influence and not from your position.
• Even when you’re not in front, you’re still leading those around you and influencing those ahead of you.
LET’S PLAY A GAME

Leading From the Middle
Charades
FOUR MODELS OF LEADING FROM THE MIDDLE

John Maxwell, March 13, 2013
http://blog.johnmaxwell.com/blog/leading-from-the-middle-of-the-pack

- The Backseat Driver
- Deadweight
- Brownnoser
- Wingman
Backseat drivers specialize in providing unwanted input. They ceaselessly provide directions, acting like a human GPS—only without a “mute” button. They gladly point out shortcuts that the driver missed or parking spots that she failed to notice.

The problem with backseat drivers isn’t that they provide misinformation, but that they do not have driver’s permission to give guidance. Unsolicited advice is almost always received as criticism. As such, backseat drivers anger and annoy the very person they’re trying to assist. They end up being more distracting than helpful.
Railroad transportation companies want to load each and every train car with cargo in order to make money. An empty railroad car not only fails to add to profits; it is costly to move and maintain. The locomotive must work harder, expending extra fuel, to haul unfilled train cars. Accordingly, freight trains would be better off without having to transport unused cars.

Teammates are dead weight when the energy that they exact from a leader outweighs their contribution to the team. Such persons increase a leader’s workload rather than lightening it. Consequently, the influence of dead weight isn’t neutral; it’s negative.
Initially, flattery may boost a leader’s ego, but brownnosers actually have the negative effect of preventing a leader from correcting poor decisions and from growing in self-awareness. In addition, brownnosers eventually expect preferential treatment in exchange for their compliance. In this respect, they’re like parasites, sucking the lifeblood out of leaders without providing anything of real value in return.
Positioned behind and to the side of the lead airplane, the wingman serves as a visual lookout for the lead aircraft. The wingman is also on-call to play a supporting role in aerial combat. Importantly, the wingman answers to the commands of the lead pilot. He must be disciplined in his support, coordinating his maneuvers with those of the leader. Even though they aren't in charge, wingmen have tremendous influence on the outcome of an aerial engagement and, as such, their leaders hold them in the highest esteem.
WHAT CAN YOU DO TO BE A BETTER WINGMAN?
The Five Dimensions of Courageous Followership

- The courage to assume responsibility
- The courage to serve
- The courage to challenge
- The courage to participate
- The courage to leave
THE COURAGE TO ASSUME RESPONSIBILITY

**Courageous Followers:**

Don't hold a paternalistic image of their leader

  Don’t expect the leader to give them permission to act

Discover/create opportunities to fulfill their potential and maximize their value to the organization

Understand and take ownership of the organization's common purpose
THE COURAGE TO SERVE

**Courageous Followers:**

- Are not afraid of the hard work required to serve a leader
- Take additional responsibilities to help the leader and serve the organization
- Stand up for their leader and the tough decisions a leader must make
- Passionate in pursuing the common purpose
THE COURAGE TO CHALLENGE

**Courageous Followers:**

*Give voice to their concerns regarding behaviors or policies that conflict with their sense of rightness*

*Willing to stand up and risk rejection in order to examine the actions of the leader/group*

*Value organizational harmony and the relationship with the leader, not at the expense of the common purpose and their integrity*
THE COURAGE TO PARTICIPATE IN TRANSFORMATION

**Courageous Followers:**

- Recognize behaviors that could jeopardize the common purpose
- Champion the need for change but stay with the leader/group while they struggle with the difficulty of change
- Become full participants in the change process
THE COURAGE TO LEAVE

Courageous Followers:
- Know when it is time to separate from a leader or group
- Understand that self-growth or organizational growth may require the follower to leave
- Are prepared to withdraw support from, even to oppose destructive leaders, despite high personal risk
AMERICA’S FAVORITE FOLLOWER

Eleanor Roosevelt
First Lady Eleanor Roosevelt resigned from the Daughters of the American Revolution, via this letter to the president of the organization, for barring Marian Anderson, African American opera singer, from singing at Constitution Hall. Anderson instead performed at the Lincoln Memorial to an integrated crowd of 75,000.
COURAGEOUS FOLLOWERS

“In the dance of leaders and followers we change roles throughout our lives, but dance always as a strong partner.”

Ira Chaleff